Lean Six Sigma Project Briefing

Title 40/CCA Certification and Confirmation Process

Presented to:
Mr. Dave Wennergren (NII/DoD CIO)
Dr. Nancy Spruill (OUSD/AT&L)
November 24, 2008

DEPARTMENT OF DEFENSE
CHIEF INFORMATION OFFICER
Creating an Information Advantage

Title 40/CCA Certification and Confirmation Process – Define Problem

Team Members			
Name	Role	Affiliation	DACI
Richard Sylvester & Ed Wingfield	**Process Owners**	**ARA/Commercial IT Policy**	**Driver**
Tomatra Minor	**Master Black Belt**	**NII/CIO**	**Driver**
Mr. David Wennergren & Dr. Nancy Spruill	**Sponsors**	**NII/CIO, AT&L**	**Approver**

CCA improves the design, development, use, and performance of IT investments

Charter

Problem Statement:	The Title 40/CCA process is perceived as non-value added, with redundant inputs, documentation and oversight. Roles, responsibilities, and metrics are unclear, and the process is not consistently executed or linked to the organizational mission and goals.
Business Case:	Reasons we are working this project: ▪ To improve the effectiveness of certification and confirmation process ▪ To decrease certification and confirmation processing time
Customer Specifications:	Streamlined, user-friendly CCA process that is more effective, efficient, and timelier than today's process.
Measure Start:	Pre-MS A
Measure Stop:	Full-Rate Production Decision Review (FRPDR)
Scope:	Title 40/CCA certification & confirmation process (Pre MSA -FRPDR) for all DoD Major Automated Information Systems (MAIS) and Major Defense Acquisition Programs (MDAP)

Timeline

Phase	Planned	Actual	Status
Define Problem	**16 Sep 08**	**07 Oct 08**	●
Collect VoC	**28 Oct 08**	**18 Nov 08**	●
Select Projects	**6 Nov 08**	**18 Nov 08**	●
Recommend Projects	**6 Nov 08**	**19 Nov 08**	●
Launch Projects	**Dec 08**	**TBD**	○

Approach

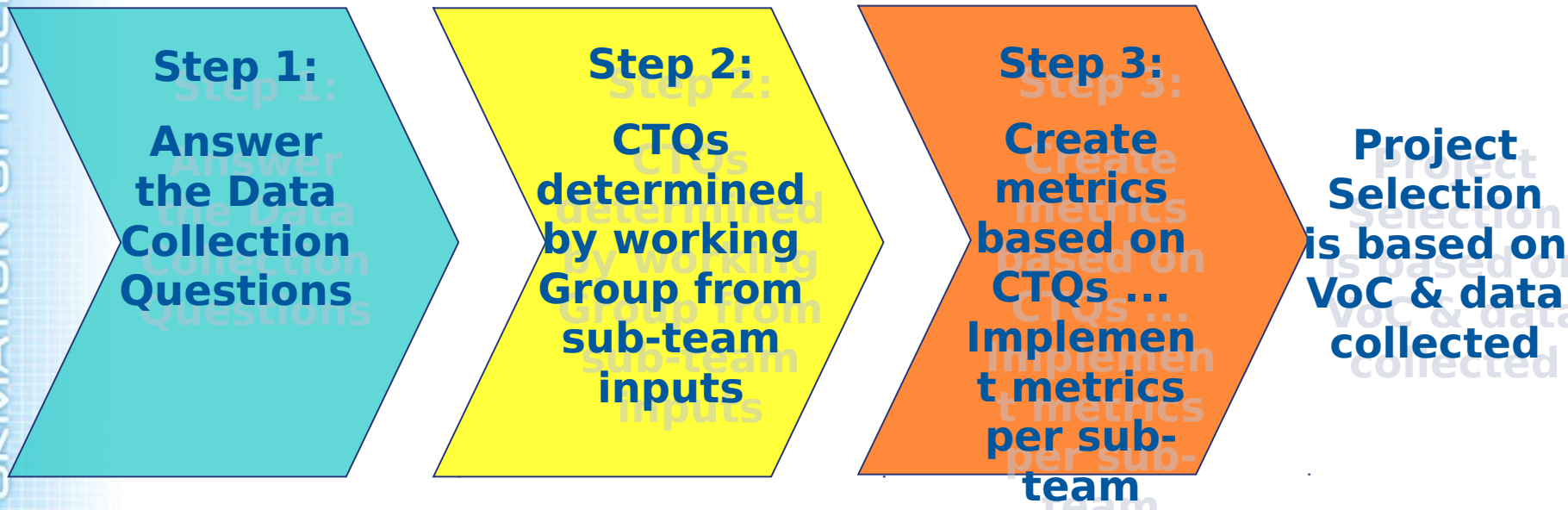
- Core Team activities
  - Title 40/CCA Compliance Process
  - Administrative Process
  - Identify potential projects/quick wins
  - Prioritize projects
  - Identify resources required
  - Select/Launch projects
- Sub-team activities
  - Data collection/analysis
  - Project Identification
  - Identify Compliance Process
    - Requirements (e.g., AoA, IA, ISP, etc.,.)
    - Sub-teams aligned with requirements

Project Sub-Team Members/Organizations

Sub-teams (CCA Elements)	Sub-Team Members and Organizations
Support core mission functions	**Team Lead: Robert Bolluyt (TMA)**, John Burson (DON CIO), Patricia Cashin (BTA)
MOEs/PIRs (Outcome Perf Measures)	**Team Lead: LTC Rose Card (Army CIO/G6)**, Len Sadauskas (DCIO), Amelia Grazioso (DCIO), CDR Ben Torreon (J6), Jack Zavin (NII), Patricia Cashin (BTA), Neal Zank (AFCIO), Bill Cooper (J8 Advisor)
Business Process Reengineering (BPR)	**Team Lead: Tom Hickok (DCIO)**, Patricia Cashin (BTA), Carolyn Grant (BTA), Leslie Margolis (BTA), Marilyn Kraus (BTA), Graeme Douglas (BTA), Michael Stewart (BTA), Mary Ann Engelbert (DON RDA), Robert Pratt (DAU)
Outsourcing Determination	**Team Lead: Rick Perron (DCIO)**, Ed Wingfield (DCIO), Leo Milanowski (NII Acq)
Analysis of Alternatives (AOA)	**Team Lead: Ed Wingfield (DCIO)**, Bill May (NII Acq), Gabe Leyva (NII Acq), LTC Rose Card (Army CIO/G6), Bob Marcinczyk (PA&E Advisor)_
Economic Analysis (EA)	**Team Lead: Ed Wingfield (DCIO)**, Bill May (NII Acq), Gabe Leyva (NII Acq), Ron Wilson (PA&E Advisor)
Program Performance Measures	**Team Lead: Bob Leach (AT&L)**, Ric Sylvester (AT&L), MaryAnn Engelbert (DON RDA), Tammy Ortega (DLA), Ed Zick (DCIO), Amelia Grazioso (DCIO), Dave Mullins (NII Acq), Bill May (NII Acq)
Global Info Grid/Info Support Plan (GIG/ISP)	**Team Lead: Ed Zick (DCIO)**, Paul Szabados (DCIO)
Information Assurance (IA)	**Team Lead: Art King (NII I&IA)**, Dominic Cussatt (NII I&IA)
Modular Contracting	**Team Lead: Bob Leach (AT&L)**, Ric Sylvester (AT&L), Col Scott Calisti (AT&L), Verne McKamey (AT&L DPAP), Mike Pelkey (AT&L DPAP), Dave Mullins (NII Acq), Amelia Grazioso (DCIO)

Collect VoC & Select Projects

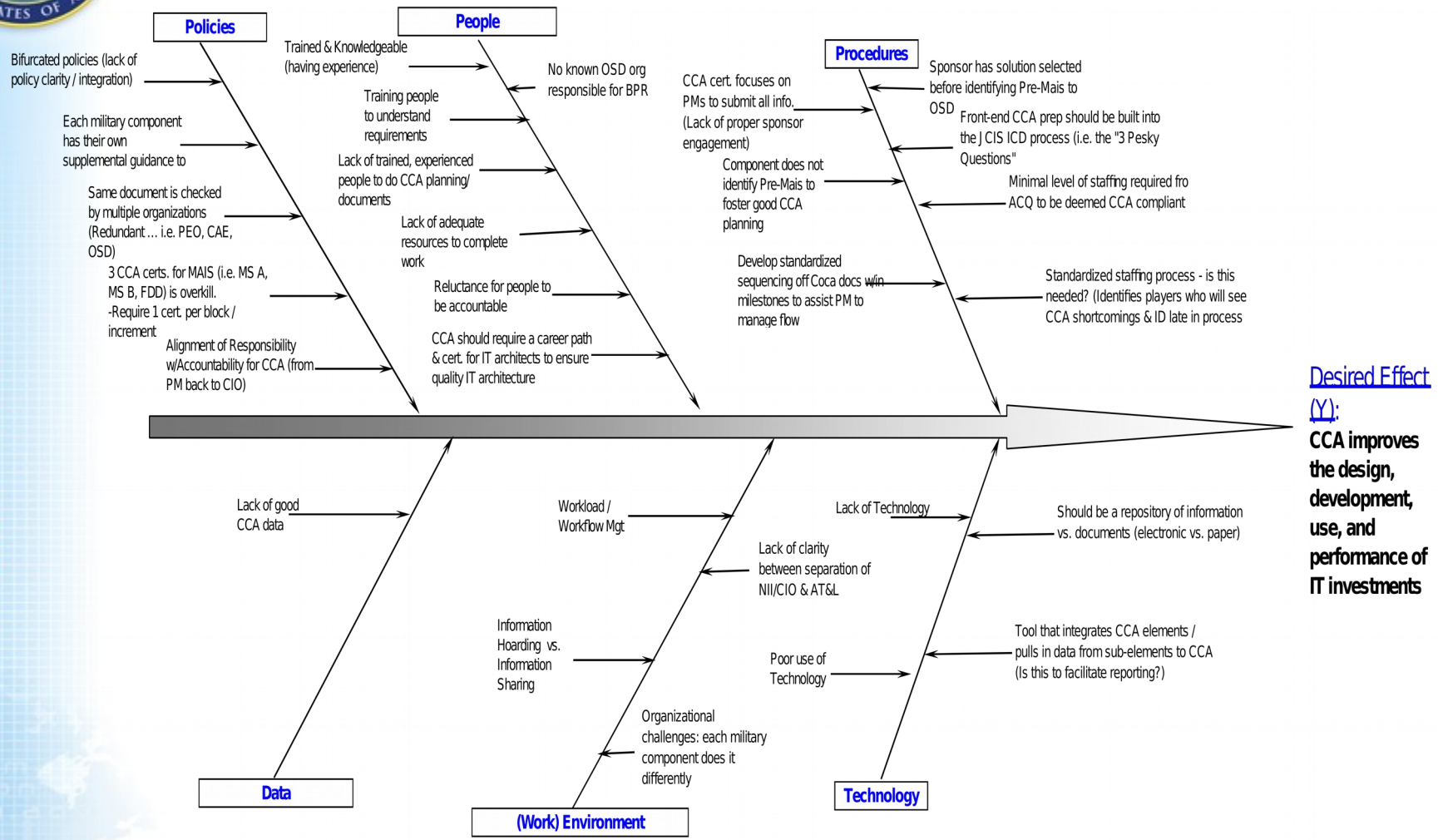
This is our 3-step Method …


Step 1:
Answer the Data Collection Questions
Step 2:
CTQs determined by working Group from sub-team inputs
Step 3:
Create metrics based on CTQs … Implement metrics per sub-team
Project Selection is based on VoC & data collected

CTQ (Critical to Quality) - The key measurable characteristics of a product or process whose performance standards or specification limits must be met in order to satisfy the customer.

VoC (Voice of the Customer) - A process used to capture the requirements and feedback from the customer (internal or external) to provide the customers with the best in class service/product quality.

Identifying Potential Projects: Method


Policies
Bifurcated policies (lack of policy clarity / integration)
Each military component has their own supplemental guidance to
Same document is checked by multiple organizations (Redundant… i.e. PEO, CAE, OSD)
3 CCA certs. for MAIS (i.e. MS A, MS B, FDD) is overkill. -Require 1 cert. per block / increment
Alignment of Responsibility w/Accountability for CCA (from PM back to CIO)
People
Trained & Knowledgeable (having experience)
No known OSD org responsible for BPR
Training people to understand requirements
Lack of trained, experienced people to do CCA planning/ documents
Lack of adequate resources to complete work
Reluctance for people to be accountable
CCA should require a career path & cert. for IT architects to ensure quality IT architecture
Procedures
CCA cert. focuses on PMs to submit all info. (Lack of proper sponsor engagement)
Sponsor has solution selected before identifying Pre-Mais to OSD
Front-end CCA prep should be built into the JCIS ICD process (i.e. the "3 Pesky Questions"
Component does not identify Pre-Mais to foster good CCA planning
Minimal level of staffing required fro ACQ to be deemed CCA compliant
Develop standardized sequencing off Coca docs w/in milestones to assist PM to manage flow
Standardized staffing process - is this needed? (Identifies players who will see CCA shortcomings & ID late in process
Desired Effect (Y):
CCA improves the design, development, use, and performance of IT investments
Lack of good CCA data
Data
Workload / Workflow Mgt
Lack of clarity between separation of NII/CIO & AT&L
Information Hoarding vs. Information Sharing
Organizational challenges: each military component does it differently
(Work) Environment
Lack of Technology
Should be a repository of information vs. documents (electronic vs. paper)
Poor use of Technology
Tool that integrates CCA elements / pulls in data from sub-elements to CCA (Is this to facilitate reporting?)
Technology

Recommended Projects

1. Policies surrounding Measures of Effectiveness (MOEs) (i.e., outcome-based performance measures) and Post Implementation Review (PIR) are disjointed in the JCIDS, PPBE, and DAS. (Black Belt project)
2. The business rules (processes and procedures) for planning and executing a PIR are insufficient. (Green Belt project)
3. The level of review/oversight associated with the CCA Compliance Table elements is perceived as non-value added. (Green Belt project)
4. For Business Process Re-engineering, there is a documented lack of knowledgeable resources and experienced/trained personnel. (Black Belt project)
5. The quality of an AoA may limit the DoD ability to properly identify the preferred alternative. (Black Belt project)
6. The quality of an EA may limit the DoD ability to properly cost and schedule the preferred alternative. (Black Belt project)

Other Projects

- **Spin-off Underway (BTA)**
  - Determine the extent to which the implementation of BPR that was documented by the Navy ERP Program is value-added and has a positive return on investment (ROI).
- **Non-prioritized Projects**
  - Due to turnover and the normal programming life cycle, there are many people involved in acquisition/ requirements/IT processes who are not aware of CCA requirements and how they need to be addressed.
  - Knowledge base is inconsistent and training is lacking in the area of MOEs and PIR.
  - The roles and responsibilities for conducting BPR within and across the functional areas and components are missing, misaligned, and unclear.
  - The current BPR oversight process is too far down stream to add real value. BPR activity and oversight is most effective in the pre-program or early program formation phase, rather than once the program is fully formed.

Potential Resources Available for CCA/LSS Projects

Green Belts

- Dave Wennergren (DASD)
- Bob Leach (AT&L)
- Leonard Sadauskas (DCIO)
- Sarah Ball (AT&L)
- Rob Lopata (AT&L)
- Anthony DiNoto (AT&L)
- Ed Wingfield (DCIO) (Jan ’09)
- Rick Perron (DCIO) (Jan ’09)

Black Belts

- Ronald Richardson (DCIO)
- Patricia Cashin (BTA)
- Carolyn Grant (BTA)

Next Steps

- Present prioritized projects for approval (24 Nov 08)
- Form project teams (Dec 08)
- Prepare charters for approved projects (Dec 08)
- Launch approved DMAIC projects (Dec 08)

DEPARTMENT OF DEFENSE
CHIEF INFORMATION OFFICER
Creating an Information Advantage

Backup

CCA Project Recommendations

Priority	Problem	Potential Benefits	Outcome Measure	Risks and/or Obstacles	Resources Required
1	Policies surrounding Measures of Effectiveness (MOEs) (i.e., outcome-based performance measures) and Post Implementation Review (PIR) are disjointed in the JCIDS, PPBE, and DAS.	Remove identified obstacles associated with MOE and PIR activities to improve the design, development, use, and performance of the department's IT investments.	Adoption of common/synchronized MOE/PIR language by JCIDS, PPBE, and DAS. % of policies that are interoperable and consistent.	1. Timing to influence emerging JCIDS, BCL, MDD, CPM and Capability T&E processes. 2. Entrenched systems vice capability oriented culture.	May be completed with resources from the CCA team.
2	The business rules (processes and procedures) for planning and executing a PIR are insufficient.	Remove identified obstacles associated with PIR business rules to improve the design, development, use, and performance of the department's IT investments.	Incorporation of Business Rules into relevant processes and procedures.	1. Writing procedures that will not maximize the value of a PIR for all mission areas.	May be completed with resources from the CCA team.
3	The level of review/oversight associated with the CCA Compliance Table elements is perceived as non-value added.	Align/synchronize CCA compliance table review and oversight activities with existing Defense Decision System (JCIDS, PPBE, DAS) activities and activities of BTA's Business Capability Lifecycle.	(1) Cost due to man-hour efficiency in the review and development of the CCA Compliance Table by key stakeholders, including oversight staff, subject matter experts, and program office staff. (2) Streamlined schedule for both development and review of CCA elements in assessing for certification and confirmation approvals. (3) Increased visibility and attention to certain defense acquisition avoidance milestones/activities as they support statutory and regulatory requirements for CCA compliance.	TBD	May be completed with resources from the CCA team.
4	For Business Process Re-engineering, there is a documented lack of knowledgeable resources and experienced/trained personnel.	The project would define and implement recommendations for building a core competency for coaching, mentoring and spreading a common awareness, understanding and appreciation for business process re-engineering. Effort would also include education plans for target audiences to enable a shift from output to outcome focus, an appreciation for the	(1) DoD community knows, respects and actively engages with the business process re-engineering competency center members as valuable resources. (2) Sponsors engage in a BPR approach teaming with their process partners across the DoD Enterprise prior to a materiel solution. (3) Cultural barriers breakdown by	TBD	May be completed with resources from the CCA team.

CCA Project Recommendations

Priority	Problem	Potential Benefits	Outcome Measure	Risks and/or Obstacles	Resources Required
5	The quality of an AoA may limit the DoD ability to properly identify the preferred alternative.	Examines how the lack of specific mission requirements impact the quality of performed AoA's. Understanding this relationship, will lead to policy-makers being able to determine the materiel solutions that generate the largest net benefits to the program sponsor/DoD/nation and improve program planning & execution.	(1) Cost avoidance due to man-hour efficiency across service components. (2) Cost savings/avoidance due to improved cost estimation with respect to MAIS & MDAP program resources, costs and time scales.	Requires PA&E support to be successful	Requires PA&E resource(s)
6	The quality of an EA may limit the DoD ability to properly cost and schedule the preferred alternative.	Examines how the lack of specific mission requirements impact the quality of performed EA's. Understanding this relationship, will lead to policy-makers being able to determine the materiel solutions that generate the largest net benefits to the program sponsor/DoD/nation and improve program planning & execution.	(1) Cost avoidance due to man-hour efficiency across service components. (2) Cost savings/avoidance due to improved cost estimation with respect to MAIS & MDAP program resources, costs and time scales.	Requires PA&E support to be successful	Requires PA&E resource(s)

CCA Other Projects

Problem	Potential Benefits	Outcome Measure	Risks and/or Obstacles	Resources Required
Knowledge base is inconsistent and training is lacking in the area of MOEs and PIR.	Remove identified obstacles associated with the knowledge base in the area of MOEs and PIR.	Number of courses using standardized MOE/PIR language.	TBD	TBD
The roles and responsibilities for conducting BPR within and across the functional areas and components are missing, misaligned, and unclear.	The project would gather further detail, collaborate and propose to eliminate identified gaps, align and clarify key roles in BPR and Clinger Cohen Compliance related processes. Effort would also synchronize appropriate policy and guidance to reflect improvements.	Roles involve both functional, cross-functional (agency & component) roles providing for the: •Accountability to effect change. •Governance across silos, breaking ties with a DoD enterprise perspective. •Elimination of Redundant compliance/certification owners and processes. •Ownership of DOTMLPF Streams engaged to lead change concurrent to technology program.	TBD	TBD
The current BPR oversight process is too far down stream to add real value. BPR activity and oversight is most effective in the pre-program or early program formation phase, rather than once the program is fully formed.	The project would improve the effectiveness of Clinger Cohen by addressing BPR compliance prior to the materiel solution first and then as a matter of defining & delivering relevant outcomes of any potential program. The current compliance process is too far down stream to add real value.	•End-to-end process measures are defined and demonstrate improvements. •Redundant systems and processes are rationalized. •Material improvements in Effectiveness & Efficiency are realized by the War-fighter & within DoD.	TBD	TBD
Determine the extent to which the implementation of BPR that was documented by the Navy ERP Program is value-added and has a	The project is being undertaken to: • Determine if BPR is value-add and has a management approved ROI.	It is anticipated that the project will realize a positive performance and schedule impact resulting in cost savings; however, at this time the financial benefits are to be	TBD	TBD

CCA Other Projects

Problem	Potential Benefits	Outcome Measure	Risks and/or Obstacles	Resources Required
Due to turnover and the normal programming life cycle, there are many people involved in acquisition/ requirements/IT processes who are not aware of CCA requirements and how they need to be addressed.	Based on input of multiple stakeholders, the project would result in clearer and more standardized CCA guidance and governance across the JCIDS, DAS interface.	It is anticipated that the project will realize a positive performance and schedule impact resulting in cost savings; however, at this time the financial benefits are to be determined and verified. Insights from the in-depth case study approach will benefit other BPR projects.	TBD	TBD